

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Chief, Insurance Branch
915 Ames Building

EXTENSION

NO.

DATE

6 February 1984

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

C/BSO

This is our contribution to
"Striving for Excellence."

As a manager the most important thing this exercise has done for me is to make me realize the diversity of the people, who are our greatest resource. In reading what my people had written, I concluded that, in striving for excellence, it may be the little things that matter and not the big. To achieve excellence in this Agency, we must make every human puzzle piece, no matter how tiny, feel equally important as every other puzzle piece in making the final picture become a masterpiece.

Purpose: To produce the most comprehensive, factual, and objective analysis of events and potential events affecting our national security, available anywhere, and, when specifically directed by the President, to serve as an active agency of American foreign policy.

To achieve this:

Management must develop an organizational structure and mentality sufficiently flexible to harness, combine and, when necessary, rapidly redirect all human and equipment resources needed to accomplish any given task.

Management must recruit and select the best trained and most highly skilled employees needed for any task, bearing in mind that "availability" alone should not be the determining factor. Our benefit and salary structure and our training opportunities must be as much state of the art as our equipment and technology in attracting, developing and retaining the best employees from the entire country.

Management must communicate to employees a commonness of purpose by all actions taken, reinforcing the idea that all employees are equally important elements in achieving the Agency's goal.

All employees are responsible for creating an atmosphere of cooperation and open communication. Employees will participate in problem solving decisions of their work and be held responsible for the results of those decisions. Recognition for accomplishments is a right of employees and a responsibility of management.

All employees must recognize that achieving excellence may bring less compartmentation rather than more. This carries with it personal moral, ethical, and patriotic responsibilities that cannot be avoided. It also carries vast opportunities for creative contributions otherwise unachievable.

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GROUP 1

Maintain our strong government leadership by instilling camaraderie through communication between managers and work force; by more efficient use of work force's training and skills and by setting and maintaining examples of excellence by managers.

Group 4

- performance of the highest quality; recognition for a good job even at the lowest level. (ex. certificate of excellence yearly)
- development of outstanding skills, confidence, and personal resources in our people; utilization of people's skills, open communication & more feed back. (ex. employee to supervisor and visa versa).
- utilization of the most effective technologies; having up-to-date equipment. (ex. Wang, etc.)

Group 5

The Agency can best maintain it's
quality by recruiting better quality people,
putting them into well suited jobs and
developing their potential to the fullest.

All Grade levels should be encouraged
thru rewards and acknowledgements.

Standards of Excellence

Purpose - no change

Organization - no change

Ethics - Tighten security. Individual offices should assign one individual to brief new employees on all aspects of security.

Court employees should be more aware of security and the risks involved by divulging court information.

People - More extensive and rigid testing on general intelligence in order to provide substantial quality of work. For example, increase the number of words and reduce the amount of errors in typing on addition to setting up and typing memos including the setting of margins & spaces.

Use employees for their ability by placing the employee into a job related to his ability.

Discontinue rotation and reassignment allowing specializing which would

(2)

provide quality work from employees who know their job well.

- The standards of promotion vary drastically from Office to Office and Directorate to Directorate which leads to low morale.
- Office Management should respect the integrity of their employees and only subject the abusers with the necessary discipline.
- Trial period of three years should be extended for the full time of employment with intermittent poly graphs to insure that our employees are as still dedicated.
- When a new job is reviewed with employee, have management state the functions of the job by reviewing, thoroughly and accepting a commitment from the employee.

Management - This statement works for offices which have the flexibility and time to be creative.

(3)

Measure of Result - CIA can measure the results when the employee is happy in his job and support is given to the individual by his fellow employees. Production would be more efficient with updated technology and equipment to meet these results.

- Governmental controls restrict these accomplishments -

TEAM: Dottie, Cynthia, Greg, and Linda

STANDARDS OF EXCELLENCE

- Effective upward and downward communications
- Awareness of how individual/unit goals fit in with final Agency goal
- Recognition of individual/unit accomplishments
- Instill loyalty and pride in work with importance of security and cover considerations being stressed
- Internal reinforcement of positive side of job in the CIA versus "bad guy" image given through the news media, etc.
- Flexibility and versatility in changing and adapting to new needs and methods re personnel benefits, technical upgrading, work requirements, etc.
- Utilize human resources to the utmost and insure continuation of knowledge and technical skills so that it will not be necessary to rehire retirees.

Cathy
Glenda
Phyllis
Tracy

Purpose

To also provide a comprehensive and effective service to all Agency personnel that does not conflict with the main objective of providing intelligence support to the consumers.

Organization

To set up complete guidelines of what each department's functions and purposes are to enable everyone to interact more effectively and efficiently.

Ethics

To strengthen the integrity of each employee by enforcing the regulations set forth by Security and the Constitution by means of reprimanding the "wrongs" of anyone and rewarding the "rights". Example is if an employee consistently breaks the rules he/she should be reprimanded and if necessary - dismissed, but if an employee shows an outstanding performance of consciousness with regard to security, etc., he/she should be identified and praised for a job well done.

People

To recognize constructive "feedback" sessions on everyone (including supervisors from their staff) would foster better working conditions and relations in the office.

Management

To encourage uniform agreements on hours, leave, overtime, etc. for the entire Agency, not individual offices. To remember employees are adults and should recognize an employee who works on special project through his/her lunch hour, by giving an extra hour or excusing a lateness at another time. To be flexible with "good" employees not babysitters. Management personnel should be required to attend more workshops within and out of the Agency to improve their supervisory skills and "keep up with the times".

Measure of Results

To encourage the best possible quality of work that can be achieved and not necessarily the largest quantity.

TEAM : Daryl and June

- Interaction between components with least amount of paperwork
- Training education should be encouraged, with results being to do jobs quickly and efficiently.